

## MEMORANDUM

**TO:** City Council Members

**FROM:** Mayor Harley Strickland

**DATE:** June 4, 2008

**SUBJECT:** Updating Procedures and Suggested Change in Form  
Used for City Manager's Evaluation

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### **PURPOSE**

To review and select a Manager's evaluation form.

### **BACKGROUND**

I've reviewed the current form and found that it was not as helpful as I thought it could be. In discussion with the City Manager, he asked that we change the form and not focus on numbers. His concern is that he receive feedback about his performance, both positive and negative. I was able to locate a form utilized by Tacoma, WA which includes examples of useful feedback. It includes a section on the strategic plan, but does not include an area on "Interpersonal Relationships" which is on our current form. The cover sheet also defines the purpose of the evaluation and the process and this has been modified from the original to simplify the process.

Rather than just submitting this form to you, I have chosen to ask for input from you before making this change.

After our discussion on the form, please indicate any changes you would like to make and return the form to the City Clerk. Based on the total input, we will modify the form to address the major concerns. If you have changes you would like, be prepared to offer your suggestions and submit them in writing at the end of the Council meeting.

The final form will not include the example comments, those sections will be left blank for your comments. The final form will be distributed as soon as any revisions have been made.

# **CITY OF ORANGE CITY\***

## **EVALUATION OF CITY MANAGER**

THIS PERFORMANCE EVALUATION SHOULD NOT BE CONSTRUED AS A CONTRACTUAL PROMISE, A CONTRACT OR COVENANT OF EMPLOYMENT, NOR IS IT A GUARANTEE OF EMPLOYMENT AS LONG AS YOU MAINTAIN ANY PERFORMANCE LEVEL OR MEET ANY PERFORMANCE STANDARDS, OR FOR ANY SPECIFIED LENGTH OF TIME. CONTINUED EMPLOYMENT IS ALWAYS AT THE CITY COUNCIL'S DISCRETION.

### **PURPOSE**

In order to establish and maintain effective City Council and City Manager relations, it is essential that the Council establish an ongoing evaluation process that offers an opportunity for each party to review the performance of the Manager. This evaluation should focus on how effectively the Manager is accomplishing the goals established by the Council and how she/he is carrying out her/his responsibilities in key performance areas.

Specifically, the evaluation should serve the following needs:

- (1) Allow the City Manager and Council to test, identify, and refine their respective roles, relationships, and expectations of responsibilities to each other.
- (2) Allow discussion of the City Manager's strengths and weaknesses as demonstrated by performance during the evaluation period, with the objective of increasing the Manager's effectiveness; that is, give the Council the opportunity to provide positive feedback in areas that have been handled well and to clarify areas where the Manager could become more effective through improved performance.

### **PROCESS**

- (1) The annual evaluation process may coincide with the anniversary of the City Manager's hire date each year; the Council may require an additional evaluation at any time during the year.
- (2) Approximately three weeks before the evaluation is scheduled, the Mayor will provide each Council Member and the City Manager with a copy of the proposed evaluation form.
- (3) Prior to the scheduled evaluation, the City Manager may complete the City Manager's Self-Evaluation Form and submit it to the Mayor or attach his comments to each Council Member's evaluation form.
- (4) The Mayor and each Council Member meets individually with the City Manager to discuss the City Manager's performance.
- (5) After the scheduled evaluation, each Council Member submits a completed evaluation form to the Mayor.
- (6) The operating ground rules shall be established by the Mayor and Council for the evaluation.

*\*Materials used in this evaluation form have been downloaded from the City of Tacoma, WA public information website. It has been edited for use in the Orange City Manager Evaluation.*

- (7) After the evaluation discussions take place, the Mayor prepares a summary of the Council's evaluation results.
- (8) Once the Council has had an opportunity to review the summary, the final version of the evaluation will be made available as a public record.

## **INSTRUCTIONS**

Attached is the evaluation form for the City Manager. It encompasses six primary areas: (I) Organizational and Human Resources Management; (II) Fiscal/Business Management; (III) Relationship with Mayor and Council; (IV) Long-Range Planning/Strategic Plan; (V) Relationship with Public/Public Relations; and (VI) Intergovernmental Relations.

A space has been provided for each performance area to include your comments. Each person preparing the form is encouraged to select specific examples of why a particular rating has been chosen. The comments included should give the City Manager enough information to correct problem areas and allow her/him to place specific items on her/his work plan for the following year.

## **RATING SYMBOLS**

Ratings are used to make assessments. They fall into three main categories:

- Below Expectations (performance has been below reasonable expectations)
- Meets Expectations (performance has attained a level of reasonable expectation)
- Exceeds Expectations (performance has been above reasonable expectations)

As indicated earlier, without more precise definition of the term "expectations," it is possible that ambiguity will result in the use of the term. In order to help avoid this possibility, the concept of performance standards is used.

It will be noted that, in connection with each area, a performance standard is stated, including the conditions that have to be met in order to decide the extent to which the "expectations" have been met.

Name of Council Member: \_\_\_\_\_

CITY MANAGER'S NAME: \_\_\_\_\_

Evaluation Period: \_\_\_\_\_

## I. ORGANIZATIONAL AND HUMAN RESOURCES MANAGEMENT

### RESPONSIBILITY

- Plans and organizes the work that goes into providing services established by past and current decisions of the Council.
- Plans and organizes work that carries out policies adopted by the Council and developed by Staff.
- Plans and organizes responses to public requests and complaints or areas of concern brought to the attention of the Staff by Council and Staff.
- Evaluation and knowledge of current technology.
- Selecting, leading, directing, and developing staff members.

### PERFORMANCE STANDARD

Organizational and Human Resources Management will be considered effective when a majority of the conditions have been successfully fulfilled.

- Well qualified, promising persons are recruited and employed.
- Effectively utilizes subordinates' skills when delegating, and clearly defines and follows up on delegated responsibilities.
- Employees are appropriately placed, contributing to a high retention rate.
- Supervisory techniques motivate high performance.
- Complaints to Council are not common.
- The organization is aware of new trends in technology.

**Rating:**        \_\_\_ Below Expectations  
                     \_\_\_ Meets Expectations  
                     \_\_\_ Exceeds Expectations

**Comments:** (Observations of Evaluator)

- The City Manager has made substantial improvements in Human Resources.
- A good effort, a good start.
- Runs a tight ship.
- The mid-managers have been empowered and the City Manager has an interconnect with other people.
- The City Manager has strengthened the office of the City Manager and has provided Council Members with additional staff support.
- He is decisive and his interpersonal skills are excellent.

## I. ORGANIZATIONAL AND HUMAN RESOURCES MANAGEMENT (Cont'd)

**Suggestions for Improvements:** (Specific area(s) that need strengthening)

- To value the organizational efforts already in place rather than begin new organizational changes. Adapt and build on what is already in place.
- Do not change for change sake.
- Needs more analysis of Departments other than those that have been reviewed.
- Have city-wide performance reviews and set a time-line for them.

**Commendations:** (Area(s) of performance calling for praise/commendation)

- The change to various Department structures and the reorganization of the General Services Department is long overdue.
- Extensive use of the Executive Leadership Management team is an improvement of management style.
- The compensation studies will have a benefit.
- The Management Intern Program is a very good idea and a great opportunity for those studying to become future city managers.
- There has been an upgrade to the labor relations.

**Comments of the CM:** (Responses to any of the evaluations/comments/suggestions/commendations)

## II. FISCAL/BUSINESS MANAGEMENT

### RESPONSIBILITY

- Plans and organizes the preparation of an annual budget with documentation, etc., that conforms to guidelines adopted by the Council.
- Plans, organizes, and administers the adopted budget with approved revenues and expenditures.
- Plans, organizes, and supervises most economic utilization of manpower, materials, and machinery.
- Plans and organizes a system of reports for Council that provide the most up-to-date data available concerning expenditures and revenue.
- Directs maintenance of City-owned facilities, buildings, and/or equipment.

### PERFORMANCE STANDARD

Fiscal/Business Management will be considered effective when a majority of the conditions have been successfully fulfilled.

- Budget preparation and management are thorough and effective.
- Cost-effective measures are persistently pursued.
- Financial reporting is timely and readily understandable.
- Physical facilities management is efficient.

**Rating:**        \_\_\_ Below Expectations  
                      \_\_\_ Meets Expectations  
                      \_\_\_ Exceeds Expectations

**Comments:** (Observations of Evaluators)

- The capital budget process is good.
- Most strong in this area.
- The City Manager is responsive to Council directives.
- The City Manager has set a good tone.
- Appreciated the open, transparent budget process of the City Manager.
- In establishing priorities, the City Manager found it necessary to eliminate the General Services Department and a number of mid-level managers.

**Suggestions for Improvements:** (Specific area(s) that need strengthening)

- More and continued monitoring of city owned facilities and equipment is needed.
- Continue looking for opportunities to streamline the chart of accounts.
- More lead time for the Council is necessary for the General Fund budget.
- Continue to seek clearly defined goals from the Council.

**Commendations:** (Area(s) of performance calling for praise/commendation)

- The incorporation of the Budget Office into the Finance Department was long overdue.
- The City Manager is very strong in this area.
- The City Manager knows the budget process. He was praised for stabilizing the budget and giving breathing room for current and future financial decisions.
- The City Manager is appreciated for making General Government more efficient and also for the amount of savings to the General Government for the mid-term corrections.
- He is also appreciated for being open, transparent and responsive.

**Comments of the CM:** (Responses to any of the evaluations/comments/suggestions/commendations)

### **III. RELATIONSHIP WITH MAYOR AND COUNCIL**

#### **RESPONSIBILITY**

- Maintains effective communication, both verbal and written, with Council.
- Maintains availability to Council, either personally or through designated subordinates.
- Establishes and maintains a system of reporting to Council current plans and activities of the Staff.
- Plans and organizes materials for presentations to the Council, either verbally or written, in the most concise, clear, and comprehensive manner possible.

#### **PERFORMANCE STANDARD**

Relations with the Mayor/Council will be considered effective when a majority of the conditions have been successfully fulfilled.

- Materials, reports, presentations and recommendations are clearly and convincingly made.
- Facilitates Council action, including adoption of ordinances, coordinates agenda preparation and provides information and background required by Council.
- Communications are made in a timely, forthright, and open manner.
- Keeps all Council Members well-informed and involved on issues that should be addressed or monitored for possible action.
- Responses to requests are made promptly and completely.
- Recommendations appear to be thoroughly researched.
- Demonstrates what s/he says can be accepted at face value.
- Maintains respect for Council, takes a consistent position, and holds confidences.

- Ensures a system is in place to report to Council current plans, activities, and events of the City.
- Remains open and accessible to all members of the City Council equally.

**Rating:**        \_\_\_ Below Expectations  
                      \_\_\_ Meets Expectations  
                      \_\_\_ Exceeds Expectations

**Comments:** (Observations of Evaluators)

- Has demonstrated a high degree of professionalism in his field. The City Manager has assisted and encouraged the Council Members in accomplishing their goals.
- The City Manager is open and informative and understands his role with the Council.
- He has responded to what is important.
- Council appreciates the candor and engagement of the City Manager.
- Should keep lines of communication open and give appropriate reports in a timely manner.
- Appreciates the City Manager's communication skills.
- The City Manager remains open to all the Council Members, understands what it is to be a City Manager and is an agent of the Council.
- The City Manager provides good paper and informational flow.

**Suggestions for Improvements:** (Specific area(s) that need strengthening)

- Avoid getting ahead of policy issues. Consider advice and opinions and make sure all Council Members are heard. Decisive versus stubborn is a fine-line.
- Re-evaluate communication tools – so Council is not blind-sided.
- On policy issues determine majority will of the Council before committing the City.
- Provide more information to the Council in advance, as appropriate.

**Commendations:** (Area(s) of performance calling for praise/commendation)

- As City Manager, he has taken the appropriate leadership role.
- Appreciates his candor and that he does not sugar coat issues.

**Comments of the CM:** (Responses to any of the evaluations/comments/suggestions/commendations)

**IV. LONG-RANGE PLANNING/STRATEGIC PLAN**

**RESPONSIBILITY**

- Maintains knowledge of new technologies, systems, methods, etc., in relation to City services.
- Keeps Council advised of new and impending legislation and developments in the area of public policy.
- Plans and organizes a process of program planning in anticipation of future needs and problems.
- Establishes and maintains an awareness of developments occurring within other cities or other jurisdictions that may have an impact on City activities.
- Plans, organizes, and maintains a process for establishing community goals to be approved or adopted by Council and monitoring and status reporting.

**PERFORMANCE STANDARD**

Strategic planning will be considered effective when a majority of the conditions have been successfully fulfilled.

- A well-constructed, long-range strategic plan is currently in operation.
- Annual operational plans are carried out by staff members.
- An on-going monitoring process is in operation to attain quality assurance in program and project implementation.
- Program evaluation and personnel evaluation are inter-related with the strategic planning process.
- Legislative knowledge is current and complete.

**MAJOR STRATEGIC GOALS\***

**Rating:** (1 = Below Expectations; 2 = Meets Expectations; 3 = Exceeds Expectations)

Strong Local Economy & Tax Base

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

Quality Development through Buildout & Infill

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

Revisualized 17-92 Corridor & Neighborhoods

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

Recognized for 1<sup>st</sup> Class Services

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

Orange City- A Beautiful Showcase

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

\*Goals established in 2007

**Comments:** (Observations of Evaluators)

- The City Manager acknowledges there is still work to be done on the Business Information System.
- The City Manager has a different leadership style from his predecessors.

**Suggestions for Improvements:** (Specific area(s) that need strengthening)

- It is time for the Council to re-engage in long-range planning; to enhance the goals and strategic focus for the community.
- Once long-range policy goals are established, get input from the Council Committees before setting a course of action.

**Commendations:** (Area(s) of performance calling for praise/commendation)

- He keeps Council advised of new and impending legislation and developments in the area of public policy.
- Economic development is a strong focus for the city and the neighborhoods.
- The City Manager is addressing the safe, healthy, livable community strategic goal with the encampments project and community based services.

**Comments of the CM:** (Responses to any of the evaluations/comments/suggestions/commendations)

## V. RELATIONSHIP WITH PUBLIC/PUBLIC RELATIONS

### RESPONSIBILITY

- Plans, organizes, and maintains training of employees in contact with the public, either by phone or in person.
- Ensures that an attitude and feeling of helpfulness, courtesy, and sensitivity to public perception exists in employees coming in contact with the public.
- Establishes and maintains an image of the City to the community that represents service, vitality and professionalism.
- Establishes and maintains a liaison with private, non-governmental agencies, organizations, and groups involved in areas of concern that relate to services or activities of the City.

### PERFORMANCE STANDARD

Communication services will be considered effective when a majority of the conditions have been successfully fulfilled.

- Contacts with the media are timely and credible.
- Publications are varied and consistently well-received by citizens.
- Feedback from the public and the community leadership is positive.
- City has good image with comparable organizations.

**Rating:**        \_\_\_ Below Expectations  
                     \_\_\_ Meets Expectations  
                     \_\_\_ Exceeds Expectations

**Comments:** (Observations of Evaluators)

- The City Manager is on point, articulate and forthright in communicating with the public.
- An observation: as the City Manager leads by example, the service attitudes will continue to improve.

**Suggestions for Improvements:** (Specific area(s) that need strengthening)

- Concerns that the City Manager is too much in the forefront, needs to give Council appropriate credit and more room. The City Manager at times is too much in the lime-light.
- Maintain the balance between being in front and promoting issues, while being sensitive to policy interests of the City Council.

**Commendations:** (Area(s) of performance calling for praise/commendation)

- The City Manager's communication style is open and transparent to the public. Trust in city government is continuing to improve.
- The City Manager is appreciated for his involvement in community organizations.
- The City Manager's representation at functions sets an excellent example of how a government official should present themselves.

**Comments of the CM:** (Responses to any of the evaluations/comments/suggestions/commendations)

## VI. INTERGOVERNMENTAL RELATIONS

### RESPONSIBILITY

- Maintains awareness of developments and plans in other jurisdictions that may relate to or affect City government.
- Establishes and maintains a liaison with other governmental jurisdictions in those areas of service that improve or enhance the City's programs.
- Maintains communications with governmental jurisdictions with which the City is involved or interfaces.

### PERFORMANCE STANDARD

Intergovernmental relations will be considered effective when a majority of the conditions have been successfully fulfilled.

- Sufficient activity with municipal and professional organizations.
- Regarded as leader by municipal officials.
- Provides examples of good ideas from other jurisdictions.
- Positive relationship with surrounding cities.
- Good cooperation with County and State agencies.
- Understands problems of other agencies and jurisdictions in achieving City objectives.
- Constructively cooperative in interacting with other agencies and jurisdictions in achieving City objectives.

**Rating:**     \_\_\_ Below Expectations  
                  \_\_\_ Meets Expectations  
                  \_\_\_ Exceeds Expectations

**Comments:** (Observations of Evaluators)

- Interacts well with other jurisdictions; highly professional.
- Appreciates the City Manager's participation in ICMA and his encouraging the Council's role in membership in local, regional and national organizations.

**Suggestions for Improvements:** (Specific area(s) that need strengthening)

- Keep the Council better informed on regional issues.
- Continue to encourage the commitment to Council's engagement at the regional, state and federal level.

**Commendations:** (Area(s) of performance calling for praise/commendation)

- Commended for meeting with other city managers in neighboring jurisdictions; Council Members received feedback that they like working with Tacoma's City Manager.
- The City Manager understands the need of the City Council to be involved in Washington, D.C.

**Comments of the CM:** (Responses to any of the evaluations/comments/suggestions/commendations)

**Optionally, an additional Section that is found in the present evaluation could be added to this form. (See below)**

**VII. INTERPERSONAL RELATIONS**

**RESPONSIBILITY**

- To work well with other professionals/peers
- To establish solid working relationship with the Council Members and elected bodies of other local governments
- Works well with the general public

**PERFORMANCE STANDARD**

Interpersonal Relations will be considered effective when a majority of the conditions have been successfully fulfilled.

- Shows sensitivity to people or groups
- Is consistent in dealing with people
- Effectively works with people and groups
- Ability to establish and maintain trust relationships with the Council Members, other local governments, the business community and staff
- Effectively handles conflicts
- Shows tact and diplomacy
- Is able to activate effective interpersonal relationships in others
- Exhibits the ability to accept feedback and act on concerns
- Minimizes personal biases

Comments:

Suggestions for Improvement:

Commendations:

Comments of the City Manager:

**An alternate rating system could also be used. (These are the rating categories found in the current form.)**

- Does Not Meet Minimum Requirements \_\_\_\_\_
- Needs Improvement \_\_\_\_\_
- Meets Expectations \_\_\_\_\_
- Exceeds Expectations \_\_\_\_\_
- Not Observed \_\_\_\_\_